

Message Text

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W
-----030312 052323Z /61-R
R 052123Z MAY 78
FM AMEMBASSY PORT AU PRINCE
TO SECSTATE WASHDC 8254

C O N F I D E N T I A L SECTION 1 OF 5 PORT AU PRINCE 1751

E.O. 11652: GDS
TAGS: OGEN, HA
SUBJ: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
PROCESS

REF: A. STATE 063477, B. STATE 083860

I. EMBASSY PACKAGES I THROUGH IV PRECEDED BY ZBB-2
WORKSHEET.

ZERO-BASE BUDGETING
FY-1980
PERSONNEL RESOURCE WORKSHEET

(LEFT HALF OF CHART)

(1) (2) (3) (4) (5) (6) (7)
FY 1978 PACKAGE I

AMER AMER AMER AMER

FUNCTION OFF. STAFF FSL OFF. STAFF FSL

EXEC	3	2	1	2	2	1
POL	1	1	0	1	1	0
E/C	2	1	2	2	1	2
CONS	8	-	18	7	-	18

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ADMIN	5	0	40	5	0	29
PKG TOTAL	19	4	61	17	4	50
CUMUL.						
TOTAL	19	4	61	17	4	50

(CENTER OF CHART)

(8) (9) (10) (11) (12) (13)
 PACKAGE II PACKAGE III
 AMER AMER AMER AMER

FUNCTION OFF. STAFF FSL OFF. STAFF FSL

EXECL	2	2	1	3	2	1
POL	1	1	0	1	1	0
E/C	2	1	2	2	1	2
CONS	8	0	18	8	0	18
ADMIN	5	0	32	5	0	35
PKG TOTAL	18	4	53	19	4	56
CUMUL						
TOTAL	18	4	53	19	4	56

(RIGHT HALF OF CHART)

(14) (15) (16)
 AMER AMER

FUNCTION OFF. STAFF FSL

EXEC	3	2	1
POL	2	1	0
E/C	3	1	2
CONS	8	0	18

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ADM	5	0	35
PKG TOTAL	21	4	56
CUMUL.			
TOTAL	21	4	56

- A. 1. DECISION UNIT: HAITI
2. PACKAGE I OF IV
3. ACTIVITY DESCRIPTION

AT 90 PER CENT OF CURRENT STAFFING, THE EMBASSY WOULD BE REQUIRED TO TERMINATE TWO AMERICAN OFFICERS AND SIX HAITIAN EMPLOYEES. THE FSO CUTS WOULD BE IMPOSED ON THE CONSULAR AND EXECUTIVE SECTIONS, SINCE THERE IS ALREADY A SEVERE SHORTAGE OF PERSONNEL IN THE POLITICAL AND ECONOMIC SECTIONS RELATIVE TO WORK REQUIREMENTS. THE FSL CUTS WOULD BE MADE IN THE ADMINISTRATIVE SECTION. IN TERMS OF EMBASSY SERVICE LEVELS, CUTS WOULD IMPACT PRIMARILY ON VISA PROCESSING AND SECONDARILY ON JUNIOR OFFICER TRAINING/WORKING CAPABILITIES.

EXECUTIVE OFFICE.

THE WORK PERFORMANCE OF THE EXECUTIVE OFFICE (3 OFFICERS, 2 STAFF AND 1 FSL AT FULL STAFFING) WOULD NOT BE DIRECTLY AFFECTED BY THE CUT. HOWEVER, THE OFFICE WOULD LOSE THE JUNIOR ROTATIONAL PROGRAM OFFICER ASSIGNED TO IT BUT WHO WORKS IN ALL OTHER SECTIONS OF THE EMBASSY AND FACILITATES THE ROTATIONAL TRAINING OF OTHER JUNIOR OFFICERS IN THE CONSULAR SECTION.

POLITICAL/LABOR OFFICE.

THIS SMALL STAFF (1 OFFICER, 1 STAFF) WOULD BE ABLE TO PROVIDE SUPPORT TO OBJECTIVE II, AND MARGINAL SUPPORT TO OBJECTIVES III, IV AND V. THE WITHDRAWAL OF THE JUNIOR PROGRAM ROTATIONAL OFFICER AND ONE CONSULAR OFFICER, HOWEVER, WOULD EFFECTIVELY CURTAIL THE ROTATIONAL STAFFING OPPORTUNI-
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TIES AVAILABLE TO THIS OFFICE - ON WHICH IT RELIES HEAVILY - AND, CONSEQUENTLY, END ITS ABILITY TO PROVIDE MORE THAN MINIMAL SUPPORT TO OTHER THAN OBJECTIVE II. POLICY FORMULATION AND REPORTING WOULD BE RESTRICTED TO THE MOST URGENT MATTERS.

ECONOMIC/COMMERCIAL OFFICE.

THIS STAFF (2 OFFICERS, 1 STAFF, 2 FSL) WOULD BE ABLE TO CONTINUE SUPPORT TO OBJECTIVE VI AND LIMITED SUPPORT TO OBJECTIVES III AND IV. THE CURTAILMENT OF THE ROTATIONAL STAFFING OPPORTUNITIES WOULD DEPRIVE IT OF THE OPPORTUNITY TO PROVIDE MORE ADEQUATE SUPPORT FOR THOSE OBJECTIVES OTHER THAN VI.

CONSULAR OFFICE.

THE CONSULAR OFFICE (8 OFFICERS AND 17 FSLs AT FULL STAFFING) IN EFFECT WOULD LOSE 1 AND 1/3 OFFICERS (1 REGULARLY ASSIGNED CONSULAR OFFICER PLUS THE SUMMERTIME SERVICES OF THE JUNIOR ROTATIONAL

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C O N F I D E N T I A L SECTION 2 OF 5 PORT AU PRINCE 1751

PROGRAM OFFICER). A CUT OF THIS MAGNITUDE WOULD 1) EFFECTIVELY TERMINATE THE ROTATIONAL OPPORTUNITIES CURRENTLY AVAILABLE TO THE CONSULAR OFFICE DURING THE OFF SEASON; AND 2) DEPENDING ON WHETHER THE CONSULAR OFFICER WERE DRAWN FROM THE NIV OR IV SIDE, WOULD EITHER A) END, DURING THE HIGH-VOLUME SUMMER SEASON, "CONTINUOUS ISSUANCE" OF NIV'S INITIATED BY THE CONSULAR ASSISTANCE TEAM AND CREATE A 20 PERCENT BACKLOG DURING THE HIGH-VOLUME SEASON WHEN 50 PERCENT OF THE YEARLY NIV WORKLOAD OF NEARLY 20,000 APPLICATIONS IS PROCESSED - WITH PUBLIC RELATIONS, POLITICAL AND ECONOMIC CONSEQUENCES AFFECTING OBJECTIVES V AND VI, OR B) CREATE A SIZEABLE ADMINISTRATIVE BACKLOG OF IV CASES SUCH AS THE NON-PREFERENCE BACKLOG THE OFFICE IS CURRENTLY STRIVING TO ELIMINATE. OTHER BASIC CONSULAR SERVICES WOULD BE PROVIDED.

ADMINISTRATIVE OFFICE.

THIS SECTION (5 OFFICERS, 40 FSL'S) WOULD LOSE, AT THE 90 PERCENT LEVEL, 6 FSL'S. THE DISMISSAL OF SIX FSL EMPLOYEES WITH COMBINED ANNUAL EARNINGS OF \$14,406, INCLUDING BENEFITS, AND THEIR REPLACEMENT BY NON-PERSONAL SERVICES CONTRACTS ESTIMATED AT \$9,600 WOULD CONTINUE TO PROVIDE SERVICES AT AN UNREDUCED LEVEL AND WOULD RESULT IN A HYPOTHETICAL SAVING TO THE U.S. OF \$4,806 PER ANNUM. HOWEVER, CONFIDENTIAL

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IN ACCORDANCE WITH LOCAL LABOR LAW THE EMBASSY WOULD BE OBLIGED TO PAY AN INDEMNITY EQUALLING ONE MONTH'S SALARY FOR EACH YEAR OF SERVICE TO EACH OF THE DISMISSED EMPLOYEES. THE SIX EMPLOYEES HAVE A COMBINED TOTAL OF 76 YEARS OF SERVICE, WHICH AT CURRENT SALARIES EQUATES TO A TOTAL INDEMNITY PAYMENT OF \$14,941. THE ANNUAL SAVINGS REALIZED IS NEGLIGIBLE, PARTICULARLY WHEN IT REQUIRES THE U.S. TO DEPRIVE RETIREMENT AND OTHER BENEFITS TO EMPLOYEES WHO HAVE WORKED FOR THE EMBASSY FOR AS MUCH AS 28 YEARS IN A COUNTRY OF EXTREME POVERTY, NON-EXISTENT SOCIAL SERVICES, AND MINIMAL EMPLOYMENT OPPORTUNITIES.

4. RESOURCE REQUIREMENTS FOR PACKAGE I:

FY78 FY79 FY80

OFFICERS	19	19	17
STAFF	4	4	4
FSL'S	61	56	50

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES
AND ESSENTIAL ACTIVITIES:

EMBASSY STAFFING IS MARGINAL IN THE POLITICAL
AND ECONOMIC SECTIONS, AND HAS ONLY RECENTLY BEEN
EXPANDED TO HANDLE CONSULAR OVERLOAD, AND TO
PROVIDE BOTH TRAINING AND WORK OPPORTUNITIES FOR A
JUNIOR ROTATIONAL PROGRAM OFFICER. A CUT OF ONE
CONSULAR OFFICER AND THE ROTATIONAL OFFICER WOULD
CUT SHARPLY INTO THE CONSULAR OFFICE WORK
CAPABILITY AND WOULD TERMINATE OUR ROTATIONAL
TRAINING POTENTIAL. IN ADDITION IT WOULD DEPRIVE
THE POLITICAL AND ECONOMIC SECTIONS OF AT LEAST
MARGINAL INCREMENTS TO THEIR WORK OUTPUTS AND BRING
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PRESSURE TO DIVERT THE JUNIOR ECONOMIC OFFICER TO THE
CONSULAR SECTION IN BUSY PERIODS. THE EMBASSY WOULD
CONTINUE TO DO ITS BEST TO MEET ITS STATED
OBJECTIVES ACROSS THE BOARD ON A PRIORITY BASIS, BUT
PRIORITIES WOULD BE SO NARROWLY DEFINED THAT MANY
MATTERS IMPORTANT TO WASHINGTON AGENCIES WOULD
PERFORM BE NEGLECTED.

- B. 1. DECISION UNIT: HAITI
- 2. PACKAGE II OF IV
- 3. ACTIVITY DESCRIPTION

AT 95 PERCENT OF CURRENT STAFFING, THE EMBASSY WOULD
BE REQUIRED TO GIVE UP ONE FSO AND 3 FSL'S. THE FSO
WOULD BE TAKEN OUT OF THE EXECUTIVE OFFICE - THE
JUNIOR ROTATIONAL PROGRAM OFFICER - THEREBY DEPRIVING
THE EMBASSY OF TRAINING/WORKING OPPORTUNITIES.
THE "RESTORATION" OF ONE CONSULAR OFFICER WOULD
ALLOW THE CONSULAR SECTION DURING THE OFF SEASON TO
RESUME 50 PERCENT OF ITS JUNIOR OFFICER ROTATION, AND TO
PERMIT IT TO HANDLE EITHER 3/4 OF THE NIV LOAD
DURING THE HEAVY SEASON OR MORE RAPIDLY AMORTIZE
THE IV BACKLOG LOAD. THE RESUMPTION OF ROTATIONAL
ACTIVITIES WOULD PROVIDE POTENTIAL BUT LIMITED
INCREMENTAL SERVICES TO THE POLITICAL AND ECONOMIC SEC-
TIONS IN SUPPORT OF OBJECTIVES III, IV, V.

THE THREE FSL'S WOULD BE REMOVED FROM THE
ADMINISTRATIVE SECTION BY CONVERTING THEM TO
PERSONAL SERVICE CONTRACT. THE CUT WOULD BE CONFINED

TO THREE HAITIANS, TWO OF WHOM HAVE EACH WORKED NINE YEARS, ONE OF WHOM HAS WORKED THREE YEARS FOR THE EMBASSY.

4. RESOURCE REQUIREMENTS FOR PACKAGE II:

FY78 FY79 FY80
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U.S. OFFICERS	19	19	18
U.S. STAFF	4	4	4
FSL'S	61	56	53

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

AT A 95 PERCENT STAFFING LEVEL, THE EMBASSY WOULD BE ABLE TO PERFORM ALL ADMINISTRATIVE FUNCTIONS ON A REASONABLY HUMANE BASIS. THE ECONOMIC/COMMERCIAL AND POLITICAL SECTIONS WOULD BE ABLE TO MEET MOST OBJECTIVES IN AT LEAST LIMITED MANNER. REQUESTED ANALYSIS AND OVERVIEW REPORTING WOULD NOT BE FORTH-COMING.

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FM AMEMBASSY PORT AU PRINCE
TO SECSTATE WASHDC 8256

C O N F I D E N T I A L SECTION 3 OF 5 PORT AU PRINCE 1751

- C. 1. DECISION UNIT: HAITI
- 2. PACKAGE III OF IV
- 3. ACTIVITY DESCRIPTION

AT THE CURRENT STRENGTH LEVEL, THE EMBASSY WOULD CONTINUE TO PROVIDE FULL EXECUTIVE, CONSULAR AND ADMINISTRATIVE SERVICES, A TRAINING CAPABILITY, AND SOME INCREMENTAL SERVICES

TO THE CONSULAR, ECONOMIC AND POLITICAL SECTIONS. THE ECONOMIC AND POLITICAL SECTIONS, HOWEVER, WOULD STILL BE RESTRICTED TO MINIMAL SUPPORT OF OBJECTIVES III, IV, V.

4. RESOURCE REQUIREMENTS FOR PACKAGE III:

	FY78	FY79	FY80
U.S. OFFICERS	19	19	19
U.S. STAFF	4	4	4
FSL'S	61	56	56

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACITIVITIES:

THE EMBASSY DOES NOT AGREE WITH THE PROPOSED CUT FROM 61 FSL'S TO 56 FSL'S POSTULATED IN STATE 083860 AS THE EMBASSY'S 100 PERCENT LEVEL FOR FSL'S. OUR VIEWS WILL BE SUBMITTED SEPTEL.

AT THE 100 PERCENT LEVEL, ALL CURRENT ACTIVITIES WOULD BE CARRIED ON. DEVELOPMENT OF A BROADER GRASP OF POLITICAL DEVELOPMENTS AND OF A DEEPER ANALYSIS OF THE ECONOMY IN SUPPORT OF OBJECTIVES I, II, III, IV AND VI, HOWEVER, WOULD BE PROHI-
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D. 1. DECISION UNIT: HAITI

2. PACKAGE IV OF IV

3. ACTIVITY DESCRIPTION

THE ADDITION OF ONE JUNIOR OFFICER TO THE ONE-OFFICER POLITICAL SECTION AND ONE JUNIOR OFFICER TO THE TWO-OFFICER ECONOMIC SECTION WOULD SIGNIFICANTLY INCREASE THE CAPABILITY OF THE POLITICAL AND ECONOMIC SECTIONS TO CARRY OUT ANALYSES OF DEVELOPMENTS RELATING TO U.S. INVOLVEMENT IN HAITI AND TO MAKE POLICY RECOMMENDATIONS IN SUPPORT OF ALL U.S. OBJECTIVES.

4. RESOURCE REQUIREMENTS FOR PACKAGE IV:

	FY78	FY79	FY80
U.S. OFFICERS	19	19	21
U.S. STAFF	4	4	4
FSL'S	61	56	56

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

THE EMBASSY WOULD BE GREATLY STRENGTHENED IN ITS ANALYTICAL AND POLICY RECOMMENDATION CAPABILITIES, ENABLING IT TO RESPOND TRENCANTLY AND IN BALANCED FASHION TO THE DEMANDS PLACED ON IT WITH RESPECT TO OBJECTIVES I, II, III, IV, VI AND TO PROVIDE A BROADER AND MUCH BETTER PERSPECTIVE

OF WHAT IS AND WHAT IS NOT LIKELY TO OCCUR IN A COUNTRY OF WHICH SO MUCH IS DEMANDED.

E. IN REVIEWING THE POSSIBILITIES FOR REDUCTIONS IN ALL OTHER POST OPERATING EXPENSES, EMBASSY BELIEVES THAT REDUCTIONS OF UP TO 15 PER CENT WOULD NOT BE FEASIBLE IN MOST
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CATEGORIES. THE FY78 BUDGET IS QUITE LEAN AND FY79 BUDGET PROJECTIONS CALL FOR VERY MODEST INCREASES DESPITE RAPID MISSION GROWTH AND RELATED FAAS SUPPORT REQUIREMENTS. THEREFORE, IT WOULD NOT BE POSSIBLE TO REDUCE COSTS FOR SUCH ITEMS AS TRAVEL (2150), TELEPHONES (2320), UTILITIES (2360), FACILITY OPERATIONS (2552), CONTRACTUAL SERVICES (2589), AUTOMOBILE FUELS (2611), AND OFFICE SUPPLIES (2622). HOWEVER, REDUCTIONS OF 15 PERCENT COULD BE ABSORBED WITH A TOLERABLE DECREASE IN SUPPORT LEVELS IN OTHER AREAS. THE FOLLOWING IS A LISTING OF CATEGORIES FROM PROGRAM AND/OR FAAS ALLOTMENTS WHERE 15 PERCENT REDUCTIONS FROM THE FY78 BUDGET ARE FEASIBLE WITH THE DOLLAR AMOUNT THIS PERCENTAGE REPRESENTS:

OBJECT CODE	OBJECT CLASSIFICATION	PROGRAM FAAS SAVINGS	SAVINGS
----------------	-----------------------	-------------------------	---------

2400	PRINTING & REPRODUCTION	3000	1200
2511	MAINT. & REPAIR		
	RESIDENCES	500	200
2571	OFFICIAL RESIDENCE		
	EXPENSES	1000	N/A
2612	AUTOMOBILE PARTS	1000	750
2621	REFERENCE MATERIALS	500	150
3000	EQUIPMENT	2300	3000

TOTALS		8300	5300
--------	--	------	------

THE REDUCTION OF 15 PERCENT ON OFFICIAL RESIDENCE EXPENSES (2571) FROM THE FY 78 BUDGET IS FEASIBLE ONLY AS THE RESULT OF THE RECENT REVISION OF SECTION 400 OF THE STANDARDIZED REGULATIONS (GOVERNMENT CIVILIANS, FOREIGN AREAS).

II. EVALUATION OF GOALS, OBJECTIVES AND RESOURCE MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT TO AMBASSADOR'S
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SUPERVISION, COORDINATION AND DIRECTION:

A. USAID.

USAID IN HAITI CARRIES OUT ACTIVITIES WHICH DIRECTLY SUPPORT AND ARE IN CONSONANCE WITH THE FIRST OBJECTIVE OF THE MISSION: ALLEVIATION OF HAITI'S GREAT POVERTY AND UNDERDEVELOPMENT. CURRENT AID PROGRAMMING, FUNDED THROUGH GRANTS AND PL 480 TITLE I AND II CURRENCIES TOTALING PERHAPS \$33 MILLION IN FY78, IS ALL TARGETED AT THIS OBJECTIVE. THE PROPOSED FY79-83 PROGRAM UNDER PL 480 TITLE III WOULD INCREASE U.S. RESOURCES COMMITTED TO HAITI BY ABOUT 50 PERCENT. IT WOULD SUPPORT THE MAJOR SUB-GOAL OF OBJECTIVE I - TO ENCOURAGE THE GOH TO COMMIT INCREASING RESOURCES TO DEVELOPMENT. THESE ACTIVITIES AND THE WORK OF USAID WITH OTHER DONORS AND WITH THE GOH ALSO CONTRIBUTE SIGNIFICANTLY TO OBJECTIVES II, III, IV, VI AND VII.

THE PRINCIPAL USAID PRIORITY IS TO MEET BASIC HUMAN NEEDS, ESPECIALLY OF THE RURAL POOR. GIVEN HAITI'S IMPOVERISHED STATE, THAT PRIORITY IS OF COURSE APPROPRIATE. USAID IS ATTEMPTING TO INCREASE FOOD PRODUCTION AND FARMER INCOME, TO IMPROVE HEALTH

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FM AMEMBASSY PORT AU PRINCE
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C O N F I D E N T I A L SECTION 4 OF 5 PORT AU PRINCE 1751

STANDARDS AND TO EXPAND PROGRAMS IN POPULATION CONTROL AND FAMILY PLANNING. ITS WORK WITH THE PRIVATE VOLUNTARY ORGANIZATIONS SUPPLEMENTS THESE GENERAL LINES OF INTEREST AND EMPHASIZED THE HUMANITARIAN CONCERNS OF THE ASSISTANCE PROGRAM. THE PRIORITIES OF USAID ACTIVITIES ARE WELL THOUGHT OUT, BASED ON DISCUSSIONS WITHIN THE MISSION AS A WHOLE AND SUPPORTIVE OF MISSION INTERESTS.

AID STAFFING IS UNDER AUTHORIZED STRENGTH BUT GROWING TO RESPOND TO PROGRAM REQUIREMENTS APPROVED IN THE PAST TWO YEARS, AND STILL BEING AUGMENTED.

B. DEFENSE ATTACHE OFFICE.

THE DAO IN HAITI PERFORMS INTELLIGENCE AND REPRESENTATIONAL ACTIVITIES AS WELL AS SECURITY ASSISTANCE FUNCTIONS. ITS ACTIVITIES HAVE BEEN DIRECTLY SUPPORTIVE OF OBJECTIVES II, IV, AND V. THEY ARE ALSO GENERALLY SUPPORTIVE OF ME AND OF THE POLITICAL SECTION.

DAO PRIORITIES ARE: MILITARY AND POLITICAL - MILITARY INTELLIGENCE, REPRESENTATION, SECURITY ASSISTANCE, AND PARTICIPATION AS A MEMBER OF MY COUNTRY TEAM. I CONSIDER THESE PRIORITIES FULLY APPROPRIATE TO THE DAO. THEY HAVE ENABLED IT TO SATISFY THE REQUIREMENTS OF DOD AND STILL PROVIDE INVALUABLE ASSISTANCE TO THIS EMBASSY, PARTICULARLY IN DEVELOPING BROADER CONTACT WITH THE MILITARY, A VERY IMPORTANT ELEMENT OF THIS SOCIETY. THE DAO HAS ALSO FACILITATED U.S. AND HAITIAN INTERESTS IN NARCOTICS TRAFFIC INTERDICTION, AND PROVIDED USEFUL PUBLIC RELATIONS CONTRIBUTIONS THROUGH

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MANAGING THE U.S. NAVY SHIP VISITS, THE VARIOUS MILITARY BANDS, AND DISSEMINATING HANDCLASP ITEMS.

THE STAFFING OF THE DAO IS WELL CHOSEN BUT MINIMAL RELATIVE TO THE CONTINUED DAO/SECURITY ASSISTANCE TASKS IMPOSED ON IT.

C. ICA.

ICA'S FY-79 COUNTRY PLAN IS A DIRECT AND LOGICAL EXTENSION OF THE MISSION'S GOALS AND OBJECTIVES STATEMENT. IT INCORPORATES FIVE OF THE STATEMENT'S SEVEN FOALS: I, II, III, IV, AND VII. OBJECTIVES V AND VI ARE NOT DIRECTLY ADDRESSED AS COUNTRY PLAN OBJECTIVES, ALTHOUGH ICA WILL CONTINUE TO PLAY A SUPPORTIVE ROLE IN THESE AREAS. ICA PORT AU PRINE HAS DEVISED A SERIES OF AMBITIOUS BUT REALISTIC AND ACHIEVABLE PROGRAM ACTIVITIES IN SUPPORT OF EACH OBJECTIVE.

ONE OF HAITI'S MOST SERIOUS SHORTCOMINGS IS ITS HISTORICAL ISOLATION. COUPLED WITH PERIODICALLY BITTER RELATIONS WITH THE U.S., HAITI'S ISOLATION HAS PREVENTED THE DEVELOPMENT OF AVENUES OF COMMUNICATION ON A WIDE RANGE OF ISSUES. THUS, ICA, PARTICULARLY UNDER ITS NEW CHARTER, IS IN A PIVOTAL POSITION TO ENHANCE COMMUNICATION IN EACH GOAL-RELATED FIELD.

ICA'S PRIORITIES PARALLEL THOSE OF THE MISSION. U.S. EFFORTS TO ALLEVIATE POVERTY AND UNDERDEVELOPMENT CAN BE RENDERED FAR MORE EFFECTIVE TO THE EXTENT THAT THE PHILOSOPHY, NATURE AND SCOPE OF SUCH ACTIVITIES ARE UNDERSTOOD BY POLICY MAKERS AND OPINION LEADERS. ICA, RECOGNIZING THE DIFFICULTY OF ACHIEVING UNDERSTANDING FOR PROGRAMS TAKING PLACE IN REMOTE, RURAL HAITI, HAS CONCEIVED PROGRAMS IN CONSORT WITH AID TO REACH THIS TARGET. IN HUMAN RIGHTS, ICA WILL COMMUNICATE U.S. POLICIES AND ATTITUDES AND PROMOTE AN INTERNATIONAL AND A DOMESTIC DIALOGUE ON THIS SUBJECT. TIES WITH THE BAR ASSOCIATION, THE SCHOOL OF LAW, THE MINISTRIES OF

JUSTICE AND INTERIOR AND OTHER INSTITUTIONS WILL BE STRENGTH-
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ENED. THE PRESS, HAITI'S MOST IMPORTANT AVENUE FOR PUBLIC
ANALYSIS OF HUMAN RIGHTS ISSUES, WILL BE CALLED ON TO
PROMOTE OPENNESS IN GOVERNMENT AND REDRESS OF STILL LAGGING
DUE PROCESS.

BILATERAL COMMUNICATIONS AND LINKAGES ARE PRIORITIES FOR
ICA AND THE MISSION IN VIEW OF THE NEED FOR SELF-SUSTAINING
INSTITUTIONAL TIES BETWEEN THE TWO COUNTRIES. PARTNERS OF THE
AMERICAS, SISTER CITIES, AND ACADEMIC AND CULTURAL EXCHANGES
ARE THE MOST IMPORTANT ACTIVITIES.

FINALLY, ICA HAS AN ACTIVE PROGRAM TO INFORM THE GOH
AND THE PUBLIC ABOUT U.S. POSITIONS ON MULTILATERAL ISSUES AND
HOW THEY ARE SUPPORTIVE OF HAITI'S BEST INTERESTS. ICA WILL
ALSO ENCOURAGE GREATER PARTICIPATION IN CARIBBEAN AND
REGIONAL AFFAIRS THROUGH SEMINARS IN PORT AU PRINCE OF OTHER
CARIBBEAN CAPITALS.

ICA PRIORITIES ARE FULLY SUPPORTIVE OF MISSION OBJEC-
TIVES AND ARE CARRIED OUT IN CLOSE COOPERATION WITH MISSION
ELEMENTS.

THE STAFFING IS NOW ADEQUATE FOR THE TASKS ASSIGNED TO
ICA.

III. RANK ORDERING OF LEAST IMPORTANT MISSION ACTIVITIES:

U.S. RELATIONS WITH HAITI SINCE THE DEATH OF PRESIDENT
FRANCOIS DUVALIER HAVE BEEN STEADILY EXPANDING. THESE EX-
PANDED ACTIVITIES HAVE MADE THEMSELVES FELT IN EVERY SINGLE
OFFICE OF THE MISSION. THEY HAVE LED TO INCREASED
U.S. PROGRAMS IN HAITI AND REQUIRED SIGNIFICANTLY LARGER
PERSONNEL RESOURCES. AS SHOULD BE EVIDENT FROM THE ABOVE, THE
MISSION HAS STILL NOT ACQUIRED ADEQUATE STAFFING IN A NUMBER
OF AREAS.

AGAINST THIS BACKGROUND, I WILL AS REQUESTED IDENTIFY
10 PER CENT OF EACH AGENCY'S ACTIVITIES THAT MIGHT BE CON-
SIDERED OF SLIGHTLY LESS PRIORITY. AN ACROSS-THE-MISSION
PERSPECTIVE IS NOT FEASIBLE TO MAKE HERE, SINCE THE PERSONNEL
AND RESOURCES OF USAID SO DWARF THE REST OF THE MISSION. IN
MY VIEW, THE LOSS OF THE ACTIVITIES LISTED WOULD SIGNIFICANTLY
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DETER THE SATISFACTORY ACCOMPLISHMENT OF MY MISSION. WITH
RESPECT TO USIA 0776, I WOULD STRONGLY OPPOSE ANY CUTS MADE
ON THE BASIS OF OUR RESPONSE TO THIS EXERCISE.

STATE.

OUR LARGEST ACTIVITIES ARE CONSULAR AND ADMINISTRATIVE.
WE COULD ACCORDINGLY THEORETICALLY ACCOMPLISH A 10 PER CENT

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C O N F I D E N T I A L SECTION 5 OF 5 PORT AU PRINCE 1751

CUT IN ACTIVITIES BY SLOWING DOWN VISA ISSUANCE AND SUPPORT
SERVICES TO THE REST OF THE MISSION.

AID.

INTERNATIONAL COMMITMENTS PRECLUDE A MEANINGFUL DIS-
CUSSION OF REDUCTIONS OF AID ACTIVITIES BEFORE FY 1980.
A REDUCTION IN ACTIVITIES FOR FY 1980 WOULD PROBABLY BE
ACCOMPLISHED PRIMARILY BY FOREGOING NEW STARTS IN THE
EDUCATION AND URBAN SECTORS, AND UNDERTAKING ACROSS-THE-BOARD
OR SELECTIVE CUTS IN ONGOING AID PROGRAMS.

ICA.

ICA WOULD REDUCE PROGRAM ACTIVITIES DIRECTED AT PROMOTING
- THROUGH TRANSLATIONS, VTR AND THE PRESS PLACEMENT -
GREATER KNOWLEDGE OF EVENTS IN THE U.S. AND OF U.S.
ACTIVITIES IN HAITI, INCLUDING PARTICULARLY THOSE OF AID,
AND FOREGO THE RECENTLY AUTHORIZED ADDITION OF AN INFORMATION
SPECIALIST FOR THIS PURPOSE.

DAO.

DAO COULD THEORETICALLY GIVE UP THE RECENTLY ACQUIRED
AND BADLY NEEDED NON-COM ASSIGNED TO MANAGE SECURITY ASSIS-
TANCE PROGRAMMING WITH THE GOH, BUT DUE TO THE STEADILY INC-
REASING WORKLOAD AS THE PROGRAM EXPANDS, IT WOULD BE AT THE
EXPENSE OF THE EFFICIENT OPERATION OF THE DAO, AND WOULD
SERIOUSLY IMPAIR ITS SUPPORT OF OBJECTIVE IV.

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Message Attributes

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Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978PORTA01751
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: GS
Errors: N/A
Expiration:
Film Number: D780193-0099
Format: TEL
From: PORT AU PRINCE
Handling Restrictions:
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t19780588/aaaacxoc.tel
Line Count: 659
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 53773aa3-c288-dd11-92da-001cc4696bcc
Office: ACTION ARA
Original Classification: CONFIDENTIAL
Original Handling Restrictions: ONLY
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 12
Previous Channel Indicators: n/a
Previous Classification: CONFIDENTIAL
Previous Handling Restrictions: ONLY
Reference: 78 STATE 63477, 78 STATE 83860
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 15 jul 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2777588
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS
TAGS: OGEN, HA
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/53773aa3-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014